

The impact of market orientation on business performance - The case of Tatarstan knowledge-intensive companies (Russia)

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Abstract

© Ekaterina Protcko, Utz Dornberger, 2014. The article provides a direct test of the applicability of a western paradigm to Russia - a country with a different cultural and economic system. This article aims to give knowledge-intensive companies in Tatarstan (Russia) a better understanding about influence of their level of market orientation on business performance. This study validated Kohli and Jaworski's market orientation scale in knowledge-intensive industries, particularly in small and medium knowledge-intensive companies in Russia. The findings show that the market orientation has a positive impact on financial and non-financial business performance in knowledge-intensive industries. It is important for hi-tech companies to improve their performance by implementing market orientated strategies, putting emphasis in conducting effective market research and be strong in customer and competitor orientation.

Keywords

Business performance, Knowledge-intensive companies, Market orientation, Tatarstan